"la Caixa" Foundation

# Work4Progress

*Call for India, Mozambique and Perú*

## TERMS OF REFERENCE

2026

# Contents

# 1. Introduction

In line with the 2030 Agenda, and particularly with Sustainable Development Goal 8 (Decent Work), the Work4Progress program by the ”la Caixa” Foundation aims to promote innovation and quality employment among vulnerable women and youth through the creation of innovation networks or platforms made up of civil society organizations, universities, the private sector, and public actors.

## *Work4Progress: Innovation for promoting employment*

The W4P programme promotes **social innovation platforms** for action and learning upon which innovative solutions can be scaled. The programme focuses on prototyping high-impact solutions that are identified in spaces for co-creation and collaborative learning.

Social innovation platforms seek to interconnect organizations and actions through shared objectives, methodologies and systems of evaluation, with a view to achieving **systematic impact**. Although a platform approach requires both greater effort in the design phase and also new tools for constructing a collective perspective, it will eventually help to align disconnected initiatives, to enhance their **impact and cohesion and to raise awareness of them**.

### Objectives

**1.**
To provide support for the networks of institutions that work jointly in developing prototypes on the ground to check their viability and identify the most efficient initiatives for generating employment.

**2.**
To generate a new culture of collaboration among institutions working in the same geographical zone, with a view to increasing their impact and to creating sustainable action.

**3.**
To promote innovation in products, services or processes.

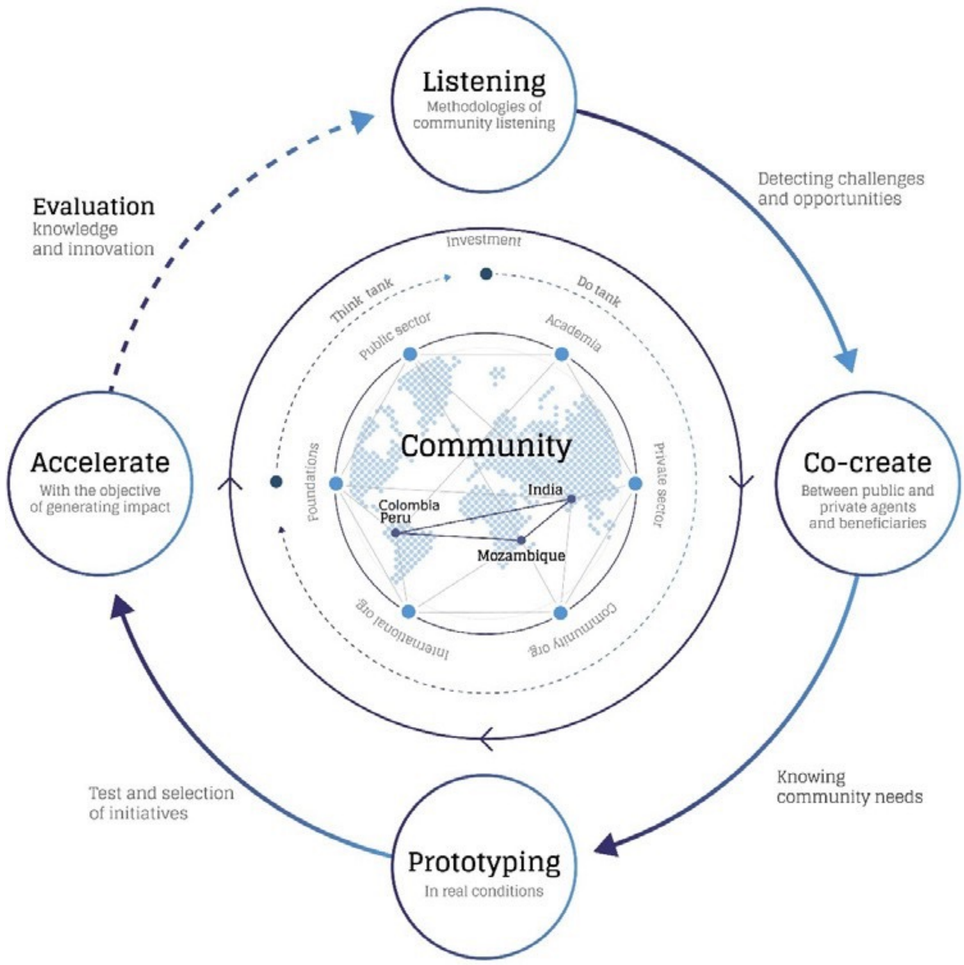
**4.**
To incorporate new constant monitoring and evaluation processes with which to adapt the programme in real time to the needs of each place.

# *Methodology:*

Work4Progress makes the most advanced social innovation tools available to international cooperation programmes.

## The main characteristics of this programme are:

» Listening tools to identify problems and needs.
» Co-creation, prototyping and scaling methodologies.
» Evolutionary and impact evaluation systems.
» New financing strategies.
» Knowledge generation and systematisation (Think tank).



# *Prototypes:*

The prototypes of the W4P programme are job creation initiatives implemented on a small-scale to test whether they are feasible. They have been identified through the community listening process and developed through the co-creation process.

In W4P, prototypes make up a **portfolio of interconnected initiatives** that operate on different levels:

» **Systemic prototypes:** these offer support services for the business ecosystem, and take the form of financing instruments, guarantee funds, employment vacancy services, business incubators and lobby initiatives, etc.

» **Company (MSME) prototypes:** different-scale entrepreneurial initiatives in sectors such as the production and processing of agricultural products, manufacturing, tourism, retail, services, etc.

» **Technological prototypes,** with or without a business model, that meet specific needs associated with the introduction of low-cost technologies adapted to local contexts.

The prototypes have been developed by the **Network of agents** forming the Work4Progress **social innovation platforms**. The aim is for the platforms and their prototypes to evolve and reach other collaborating organisations or those related with the innovation and employment **ecosystem**, including the value chains of companies and other agents or financial backers involved in sustainable local economic development.

Through the Work4Progress programme, "la Caixa" Foundation is currently promoting the following social innovation platforms to create employment in the following countries:

» Work4Progress India.

» Work4Progress Mozambique.

» Work4Progress Peru.

» Work4Progress Colombia, implemented together with Fundación Grupo Social.

» Work4progress Ghana, implemented together with GB Hub.

**This call focuses on the Work4Progress platforms and its related ecosystems in India, Mozambique and Peru**, with the aim of maximising the general impact of the programme to employ vulnerable populations, especially women and young people.

# *Models:*

Based on the lessons learned from Work4Progress and the needs faced by the local networks to strengthen and scale the prototypes developed, this call includes two models: donation and refundable financing.

## A | Donation model:

This consists of support for the development of social innovation processes through donations, i.e. non-refundable resources. This aim is to finance the mapping, listening, co-creation and start-up processes for new (systemic, business, technological) prototypes focused on generating employment, and the processes required to speed up the current portfolio of prototypes or continuous development of the Work4Progress ecosystems.

## B | Refundable financing model:

This focuses on ensuring the prototypes have access to financing to be able to scale and, therefore, expand the impact of the programme in terms of decent work for women and young people. The aim is to promote the design, start-up or scaling of a financing scheme by those participating or related with the W4P ecosystem who have the capacity to develop the financial activity. The scheme seeks long-term sustainability and, therefore, must be viable for the deployment and recovery of financial products. Hence, we will be able to offer the W4P Community a model for social impact and to contribute towards the provision of a revolving fund for future calls of the W4P programme.

Each institution may submit one proposal per model. If submitting in both models, the strategic relationship between both applications must be justified. Entities that are already implementing projects under the refundable financing model may submit a new proposal in this call, provided that it aims to improve or complement existing efforts.

# 2. Objectives of the call

The main objective is the creation of employment for vulnerable populations, primarily in rural environments of India, Mozambique and Peru, with special emphasis on young people and women.

To meet it, inclusive businesses will be developed and their impact, sustainability and resilience maximised by establishing and strengthening the W4P ecosystems which, under a network of local agents, include support services for the entrepreneurial ecosystem and financial and non-financial services focusing on local and sustainable economic development in the regions in which the W4P programme operates.

Therefore, the focus must remain on promoting multi-agent (involving private and public agents, social entrepreneurs, civil society, etc.) and multi-variable (acting on several levels) solutions for true systematic changes that provide for greater scaling and sustainability of the proposed models, thus increasing the impact on the communities.

## To develop the sub-objectives, the call has two financing models:

### A | Donation model:

Design, start-up, acceleration and scaling of business and service prototypes, seeking their commercial and financial viability at all times while generating long-term employment for the populations of the respective regions.

» Design of new medium- to large-scale prototypes associated with the portfolio of prototypes implemented by Work4Progress, with a special focus on the circular economy, the energy transition, and the adaptation to climate change.

» Encouragement of access to the markets of the portfolio of prototypes implemented by Work4Progress, with particular priority given to the involvement of the business sector.

» Development of technological innovations to improve business competitiveness, including their digitisation and giving priority to innovations that supplement the activities implemented by the Work4Progress programme.

## B | Refundable financing model:

Design and start-up of a financing scheme that contributes to the acceleration and scaling of business and service prototypes to:

» Close financing gaps during the early stages of innovation and in growth stages of MSMEs, due to the lack of adequate products or the high perception of risk by local investors or financial backers.

» Give support to the two **MSME target segments**:

- **Impact MSMEs:** The companies developed through the prototypes of the W4P programme or linked to the value chains of the aggregating or leading SMEs within the W4P ecosystem which deal with the impact objectives of the programme.
- **Aggregator or ecosystem driving SMEs:** The companies from the W4P ecosystem environment that can act as aggregators (cooperatives, marketers, or service providers) or driving forces of the value chains related with the prototypes of the programme.

With a focus on ecosystem development and networking, applying for the models in the call can be strategically combined in an attempt to implement supplementary objectives:

» Improving access to financing for the beneficiary population, especially women and young people.

» Strengthening collaboration among sectors (government, social sector, academia, and companies) and networking.

» Access to sources of co-financing (calls, local philanthropy, impact investment, grant programmes of state institutions, etc.).

» Raising awareness of the impact potential and systematisation of best practices and lessons learned.

» Development of a technological and skill-based infrastructure for the objectives of the call.

# 3.
# Geographical areas of action

**India**, **Mozambique** and **Peru** and, preferably, the regions where the Work4Progress programme is currently being implemented, or other regions in which it is possible to make connections and create synergies with Work4Progress programme activities.

In the case of the Refundable financing model, ”la Caixa” Foundation reserves the right to prioritise any proposals submitted for implementation in regions with regulatory frameworks that favour impact investment.

For further information, see Annexes I, II and III.

# 4. Eligibility requirements

## *A) Donation model*

Networks of 3-5 institutions led by a non-profit organisation that submit a proposal to strengthen any of the existing Work4Progress platforms (see annexes) in accordance with the general and supplementary objectives described in Section 2 may take part in this call.

### Requirements

Institutions leading the proposal must meet the following requirements:

- They must be not-for-profit institutions.
- They must have an accounts audit report. If the entity is not legally required to have such an audit, it may, as an alternative, submit an audit of projects similar to the one submitted in this call for proposals, conducted within the last 36 months.
- They must have at least 5 years' experience in fighting poverty, generating employment, international cooperation and/or innovation, especially technological.
- If Spanish or international institutions, they must be accompanied by at least one institution from the country in which the proposal is to be implemented.
- If Spanish or international institutions, they must prove at least 3 years' experience in the country in which the proposal is to be implemented.
- If institutions are not Spanish, they must prove experience of collaboration with Spanish organisations and/or multilateral bodies (UNDP, etc.).
- Any specific experience in the geographical areas in which the Work4Progress networks operate will be considered particularly positive.

The networks must include one or more of the following types of partners (justification must be provided if they are not included):

» Incubators and accelerators of social enterprises with a presence in the target countries.

» Local social economy companies and business associations and other articulators of the social enterprise ecosystem, startups, small-scale local companies based in the countries of operation, cooperatives and similar, provided that the costs incurred by these associations and organisations as part of their proposals for the Work4Progress programme are exclusively direct and that the roles and responsibilities of these institutions are clearly defined in the proposal and reflected in the budget. Under no circumstances will the structural costs of such institutions be accepted.

Networks that incorporate the following types of partners will, moreover, be considered very favourably:

» Institutions in the fields of academia and research from the countries of operation.

» Micro-financing or social impact investment institutions from the countries of operation.

## *B) Refundable financing model*

Networks of 3-5 institutions led by a non-profit or for-profit organisation specialising in financing and with social interest. Especially innovative proposals submitted by local institutions will be valued positively.

### Requirements

Institutions leading the proposal must meet the following requirements:

- They must be non-profit institutions or, if for-profit, they must specialise in the development of the activity and have a social interest (micro-financing institutions or development finance institutions or social impact investment funds).
- They must have an accounts audit report, with full financial statements, notes and the auditor's opinion, where applicable. If the entity is not legally required to have such an audit, it may, as an alternative, submit an audit of projects similar to the one submitted in this call for proposals, conducted within the last 36 months.
- They must have proven experience of at least 5 years in the management of financing instruments or social impact investments in areas related with fighting poverty, generating employment, developing production sectors, international cooperation and/or innovation, especially technological, in the countries of the Work4Progress programme. They must have portfolio status, management and quality reports.
- If Spanish or international institutions, they must be accompanied by at least one institution from the country in which the proposal is to be implemented.
- If Spanish or international institutions, they must prove at least 3 years' experience in the country in which the proposal is to be implemented.
- Any specific experience in the geographical areas in which the Work4Progress networks operate will be considered particularly positive.

## *The following will be positively valued for both models:*

» The network of institutions is already linked or generates new ties and activities to innovate and maximise the impact within the framework of existing Work4Progress ecosystems (see annexes).

» The networks promote local ownership through greater presence of local partners and adapting structural costs wherever possible.

» Institutions with quality certification.

» Proven experience in networking and flexibility to form part of a social innovation platform.

» Membership of bodies, networks and platforms of coordination and collaboration.

» Proven experience in collaborating with local authorities in the countries and regions in which the Work4Progress networks operate.

» Available experienced personnel based in the geographical areas of the Work4Progress networks.

» Inclusion in the proposal of partners, either confirmed or potential, with the capacity or desire to become potential joint financial backers; the provision of commitment letters is therefore recommended.

### At the time of signing, the institutions must:

» Be up to date with their tax and employment obligations (certificate from the Tax Authorities and from the Social Security or equivalent official documents issued by the competent authorities of their countries of origin).

» Have sufficient capacity and structure to guarantee the programme's objectives.

» Pass the legal review by the "la Caixa" Foundation, as detailed below.

## *Restrictions for both models:*

» Public authorities are excluded (the proposals of private institutions with a public shareholding and a social impact mandate will be considered).

» Applicant institutions may submit one proposal for each model (donation and refundable financing), provided the strategic complementary nature of both proposals is justified and, in all cases, the activities, structure or budgets are not duplicated. The agents of the network may or may not be the same in both proposals, although a strategy with a systemic and network-strengthening approach will be valued.

» The applicant institution may submit one proposal as the leading institution and form part of a network submitted in another proposal in which it is not the leader. In this case, the strategic complementary nature of both proposals will be favourably viewed and, in all cases, the fact that the activities, structure or budget are not duplicated.

» Institutions with projects in progress within the Work4Progress programme applying for a subsequent phase must submit the final reports or, in the absence thereof, a pre-finalisation technical and economic report, including a justification and audit of at least 80 % of the funds awarded by "la Caixa" Foundation. Where it has not yet been possible to implement 80 % of the funds awarded, detailed planning of the funds committed and/or pending implementation must be attached to the documentation required above and, in all cases, these must be implemented at the start of the subsequent phase.

» In the case of entities with ongoing projects under the refundable financing model, they must demonstrate the strategic complementarity of the new project.

» The structural costs of business or for-profit organisations will not be financed.

» To promote local ownership, training activities or those promoted by institutions outside the countries of operation will not be financed unless it can be clearly proven that they cannot be performed by institutions from the countries of operation.

» In the case of the Refundable financing model, "la Caixa" Foundation reserves the right to prioritise any proposals submitted for implementation in regions with regulatory frameworks that favour impact investment.

# 5.
# Compliance requirements

The following requirements must also be met, in addition to those listed above:

1. The administrators, managers and employees of the applicant organization and of the partner organizations must not have any conflict of interest with the board of trustees and employees of the ”la Caixa” Foundation that could undermine the principle of objectivity, equality and concurrence of the candidates for their selection.

2. The individuals necessary for the development of the project, as well as the applicant organizations themselves that apply to the call and their partner organizations must comply with the condition of not being sanctioned, by means of a firm resolution, of an academic, labor, administrative or judicial nature, for the commission of the following irregularities: lack of professional ethics, corruption (in any of its forms), corruption of minors, money laundering, financing of terrorism, smuggling, breaches of intellectual and/or industrial property legislation, mistreatment of animals, workplace harassment or for any other irregularity that may entail administrative or criminal liability for legal organizations, whether in attention to Spanish, European Union and/or international legislation.

3. Neither the applicant organization, nor its partner organizations, nor the individuals necessary for the development of the project may be included in international sanctions lists, such as, the Specially Designated Nationals and Blocked Persons List (SDN List) of the U.S. Department of the Treasury’s Office of Foreign Assets Control, nor in the European Union Consolidated Sanctions List, nor in the UK Sanctions List.

4. The organizations that apply to this call and their partners must be committed to respecting the Universal Declaration of Human and Children’s Rights, and to complying with the principles of the United Nations Global Compact. To this end, they must comply with, among others, the following principles and standards of conduct:
    - Support and respect the protection of internationally recognized human and labor rights.
    - Support the elimination of all forms of forced or compulsory labor.
    - Support the eradication of child labor.
    - Prohibit discriminatory practices in employment and occupation.
    - Promote safety, health, and well-being in the workplace.
    - Act responsibly and transparently.
    - Promote social inclusion and protection against poverty and vulnerability.

5. The organizations that have participated in this call, as well as those that have been selected, are obliged to report to the ”la Caixa” Foundation any irregularities detected or suspicions of fraud committed both within the framework of this application and during the execution of the project, within the shortest possible time.

The applicant organizations will be responsible for verifying annually that their partner organizations comply with the above requirements. To this end, a responsible statement (identified as Annex III) is made available, that must be signed, annually, by each one of the partner organizations.

Failure to comply with any of the above requirements may result in the revocation of funding, and ”la Caixa” Foundation may claim the amounts contributed for the development of the project.

Furthermore, if the applicant organization, as well as its partner organizations, have more than 50 employees, having a Compliance System will be positively assessed by the ”la Caixa” Foundation, although this will not be a mandatory requirement for the application.

# 6. Financing

The financing models will be as follows:

## *A) Donation model:*

**A.1.**

Proposals of up to a maximum of 800,000 euros, including tax, if applicable:

» For networks of 4 to 5 institutions.

» With a focus on streamlining the current portfolio of prototypes in each country, preferably in the geographical areas of operation, connecting to markets and designing larger scale prototypes as specified in section 2.

**A.2.**

Proposals of up to a maximum of 250,000 euros, including tax, if applicable:

» For networks of 3 institutions.

» For projects focusing on developing particularly innovative solutions for businesses developed on Work4Progress platforms in the areas of:

- e-commerce.
- Connection to markets and/or production chains of large companies.
- Technology for improving the competitiveness of inclusive businesses.
- Circular economy, the creation of green jobs and energy transition for business competitiveness.

## *B) Refundable financing model:*

Proposals of up to a maximum of 500,000 euros, including taxes, where appropriate, to pilot or scale a financing scheme that seeks the deployment of one or several adequate and accessible instruments for the maturity and financing needs of the impact MSMEs supported by the Work4Progress networks or aggregator SMEs from the Work4Progress ecosystem environment. Proposals that aim to close short- and long-term financing gaps for aggregating SMEs and leading prototype companies within the ecosystem will be viewed favorably.

The terms and conditions of the refundable financing will be defined to enable the implementation of the proposed financing scheme, which will be reviewed jointly with the "la Caixa" Foundation team prior to final approval. The refundable financing agreement will establish the disbursement and repayment parameters to the "la Caixa" Foundation, based on the proposed scheme, taking into account:

» Resource payment term by "la Caixa" Foundation of up to 2 years.

» Annual payments in accordance with an action plan to deploy the financing scheme. Each payment will be approved against submission of the financing plan and the fulfillment of any prior conditions that may be established during the review process with the "la Caixa" Foundation.

» The term for placing resources in the target MSMEs will be suitable for the deployment of funds in line with the conditions of the direct financing instrument to be defined by the institution.

» The repayment term to the "la Caixa" Foundation will be between 3 and 5 years, starting once the payment period has ended. Other schemes for terms may be considered provided they are justified in the design and with the recovery conditions of the direct financing instruments to target MSMEs.

» Structures that propose not only capital recovery but also a return based on the sharing of the net results of the financing scheme will be viewed favorably.

The aim of "la Caixa" Foundation, in addition to the recovery of resources, is for there to be profitability, for a dual purpose: i) to show the refundable financing model and its contribution to the development of mixed financing schemes that allow for the financing gaps of MSMEs to be closed, and ii) to contribute to the provision of a revolving fund for future calls of the W4P programme.

La vocación de la Fundación "la Caixa" es que, además de que se recuperen los recursos, pueda existir rentabilidad, con un doble objetivo:

1) demostrar el modelo de financiación reembolsable y su contribución al desarrollo de esquemas de financiamiento mixto que permita el cierre de brechas de financiación de las MiPyMES, y

2) contribuir a la dotación de un fondo revolvente para futuras convocatorias del programa W4P.

## *For both models:*

→ The amount of financing awarded may not be more than 80% of the total cost of the project, and other funds must be provided for at least 20% of the total amount (Monetary or in-kind contribution).

In-kind contributions will be accepted as local contributions, provided they are properly documented and intrinsically linked—either exclusively or proportionally—to the action to be carried out. These in-kind contributions will be subject to monitoring, just like any other type of contribution.

Any greater contribution will be valued positively, especially in the refundable financing model.

→ Co-financing contributions may come from the own equity of the institutions submitting the proposal and from their partners or from other financial backers. In the case of the donation model, the contribution will be made in full to finance direct costs. In the refundable financing model, contributions covering direct costs and additional contributions to the financing scheme will be valued.

→ For Indian organisations, all costs arising from the Foreign Contribution Regulation Amendment Act (FCRA) must be payed by the applicant institutions and under no circumstances may funds from the call be allocated for this item.

→ The amount of the support will be determined based on the budget and documentation provided by the applicant entity, as well as the budget availability of the call. The "la Caixa" Foundation may request clarifications and, if necessary, impose reductions based on the budgetary coherence of the project.

# 7. Contents of applications

The applications submitted for this call for both models must include:

## *Summary of the proposal*

» Problem to address and solution posed.

» Objectives of the proposal and intervention strategy.

» Socioeconomic context of the beneficiaries.

## *Institutional network*

» Reason for the selection of partner institutions, roles and value proposition of each one.

» How the network is to be organised and how it is to be coordinated with the other networks of the Work4Progress programme in the country of implementation.

The strategy must be designed with consideration for "la Caixa" Foundation and the organisations that are members of the current Work4Progress platforms as active agents of the network.

## *Plan of action*

### A | Donation model:

» Proposed acceleration of the portfolio of prototypes for inclusive businesses and existing services. The proposal must include commercial development plans and strategies of connection to markets and to production chains.

» Proposed design of new larger-scale prototypes.

» Proposed technological solutions that contribute to business competitiveness.

» The plan of action must also include:

» Proposed interconnection among existing prototypes and any new prototypes that may be developed, if applicable.

» Proposed financial sustainability strategy (connection with investors, local philanthropy, etc.).

» Proposed listening methodologies for connecting prototypes with challenges and opportunities perceived on a community level.

» Proposed co-creation methodologies or processes to turn needs and potentials identified into specific ideas and action.

## B | Refundable financing model

Proposal of the financing scheme to deploy adapted and appropriate financial services for impact-oriented MSMEs supported by the Work4Progress networks, or for aggregating or leading SMEs within the Work4Progress ecosystem, aiming for long-term sustainability and positive economic, social, and environmental impact.

The strategy should focus on developing a financing scheme (proposing a blended structure with various sources of financing, or the creation of a new vehicle if needed) to deploy suitable financial instruments for:

» **Impact-oriented MSMEs**: These are the most viable Work4Progress prototypes, ready to receive financing or investment. As a preliminary estimate, loan tickets are expected to range from €2,500 to €15,000, with terms of up to 36 months, primarily for business development or working capital in sectors such as agricultural production, commercialization, and services. There is also a need for asset investment.

» **Aggregating or leading SMEs in the ecosystem**: These are organizations that, although not derived from the existing prototypes, are connected to local ecosystems and can act as anchor or driving companies to support the growth of businesses within the Work4Progress portfolio. This also includes SMEs linked to these ecosystems (e.g., cooperatives and commercial distribution companies). Initial estimates suggest loan tickets in the range of €30,000 to €100,000, with terms of up to 60 months, in sectors such as distribution, commercialization, and services, for purposes like asset investment, business development, or working capital.

The proposal for the **refundable financing model** (see the form on the ”la Caixa” Foundation calls platform) must detail the proposed financing scheme:

» **Strategy and rationale of the financing scheme**: A brief explanation of the strategy and structure of the proposed financing scheme to close financing gaps for the target MSMEs, aiming to maximize their financial and business sustainability and the potential impact on job creation and the empowerment of youth and women in Work4Progress intervention areas.

» **Understanding of the beneficiaries**: A description of the target MSME segment profile, indicating the sector, maturity level, growth potential, revenue ranges, and financing needs (amounts and uses).

» **Understanding of the financing gap issue**: For each segment, include a brief analysis of current barriers, existing financing alternatives (and their conditions), and perceived gaps and risks from the perspective of financiers. Include a comparison with available local market financing, with a comparative table of terms and conditions.

» **Previous experience**: Description of the entity’s capacity and track record in designing and deploying similar instruments. If such an instrument is already being implemented or if a similar experience is referenced, documentation of results and the current status of the scheme or vehicle should be provided, along with information on portfolio quality, default behavior, and risk coverage. If not yet implemented, justification should be provided regarding the entity’s execution capacity based on past experience, including portfolio quality and risk coverage information.

» **Involvement of partner entities**: Demonstrate understanding of the problem and the capacity to design a solution based on collaboration with trusted local partners. The proposal should leverage local knowledge and synergies with existing Work4Progress programs and clearly identify the roles and contributions of each involved organization.

» **Description of the proposed financing scheme**, which should include:

- Administrative and legal implications, if applicable.
- Total management, disbursement, and recovery costs, indicating how they will be covered under the proposed model to ensure viability and potential for sustainability and scaling.
- Structure of the financing scheme:
  - Description of the components, which may combine sources and instruments of financing (technical assistance, risk coverage, refundable resources) according to the needs (see Annex IV), to channel the proposed direct financing instruments.
  - Details of the sources and amounts of funds planned for each instrument.
  - Details of the direct financing instrument(s) to be implemented, including:
- Conditions and terms for each target segment (client profile, eligibility criteria, maximum amount, repayment period, interest rate and related fees, grace periods, guarantee or collateral requirements), and any others applicable to the type of instrument.
- Explanation of the proposed interest rate calculation and a breakdown of all applicable fees, detailing the costs for the entity and applicable margins.
- Description of the risk profile considered for each target segment, based on expected default rates from the entity's historical portfolio or relevant analysis.
  - A projected model (see Annex V) of the financing scheme must be included, showing the assumptions and proposed conditions, which must align with the financing parameters of the call (Section 5). If different conditions are proposed, a clear justification must be provided based on the local context and experience of network actors.
  - The model should include the cash flow and income statement of the proposed financing scheme in its entirety, to enable a complete understanding and evaluation of the potential recovery and return to the "la Caixa" Foundation.

The financing scheme must be viable for the involved financial institution, while remaining affordable for the target MSMEs. Therefore, the applicant must present a balanced and detailed proposal outlining how disbursements will be made, at what rates, what returns are projected for the "la Caixa" Foundation, and what proportion of those returns or funds will be used to compensate the applicant entity managing the loans.

# *Timeline*

The applications submitted in this call must last for at maximum of

» 24 months in the case of the donation model.

» 24 months of repayments for the refundable financing model and up to 5 additional years for the return on the investment under the agreed conditions.

A timeline or plan of action with details of the duration of the different phases of the proposal and of its specific activities must be submitted.

# *Budget*

The budget should be presented using the Excel form for each model which can be found in the online platform for calls of "la Caixa" Foundation, bearing in mind the instructions associated with expenditure eligible for funding (see Section 5 and Annex VI)

# *Work4Progress programme system*

The proposals must adapt to the governance and to the monitoring, evaluation and communication system of the Work4Progress programme, and reserve funds for this purpose. A maximum of 10% of the total budget may be allocated to the processes of monitoring, evaluation, auditing and communication as a whole.

## Governance

In the Work4Progress programme, the organisations forming each network work in collaboration and are governed by certain criteria and rules which are shared and co-created among all the members. In turn, all the networks in a given country are aligned and coordinated. To ensure this coordination, the Work4Progress programme has a figure outside the networks in each country, who is also responsible for coordinating the evolutionary monitoring and evaluation processes, as indicated below.

## Monitoring

The design and management of initiatives must be clearly results-oriented. The Work4Progress programme therefore has specific KPIs that the institutions should bear in mind and update each quarter (Annex VII). Operations under the refundable financing model must submit technical monitoring reports on the financing scheme, including the stipulated KPIs and a status report on the quality of the financing portfolio.

In addition, the proposals must feature details of other specific quantitative and qualitative indicators that the institutions deem necessary to measure the progress of the project over time and the degree of achievement of the results proposed. The proposals must include details of how the KPIs will be used to adapt the programme monitoring work in real time and provide feedback on the activities.

Hence, the development of specific qualitative and quantitative indicators for measuring the degree of innovation in the design of products, services and processes, the degree or scaling or commercial viability, and new indicators that offer information about the impact of the programme on the quality of life of people from the communities (aspects associated with education, health, etc.) involved will therefore be viewed favourably.

## Evaluation, auditing and communication plan.

The evaluation, auditing and communication processes are considered essential to ensure the implementation and success of the Work4Progress programme. The proposals must reserve budget items for incorporation in the Work4Progress programme's process of evaluation, which includes:

» An evolutionary evaluation system for introducing modifications during the project and that ensures coordination among the institutions that form part of the Work4Progress platform in each country. To ensure proper implementation of these processes, in each country Work4Progress has an external figure who coordinates the monitoring and ongoing or evolutionary evaluation processes.

» An impact evaluation system that must be implemented by an academic organisation or consultancy hired by the selected institution by mutual agreement with "la Caixa" Foundation.

» A final project audit to be performed by an external firm and hired by the institution by mutual agreement with "la Caixa" Foundation. For institutions taking part in the Work4progress programme for the first time, an annual project audit is requested.

» A knowledge communication and systematisation plan. The proposals must also offer details of the strategy and budget for communication and dissemination of the results to guarantee awareness of the programme, which includes, as appropriate, the generation of knowledge products, the organization of annual contrast and dissemination events, participation in events organised by others, and the production of dissemination materials (a final audio-visual, a six-monthly newsletter, etc.). All the information generated by the network, including diagnoses, business plans, communication materials, etc., must also be shared on the Work4Progress Virtual Lab online platform.

# 8. Evaluation criteria

The guiding principles for orienting action and the criteria that proposals must fulfil to be eligible for financing are listed below:

- Promotion of coordination and complementarity with stakeholders and activities of the current Work4Progress programme platforms in India, Mozambique and Peru.
- Promotion of multi-agent (involving private and public agents, social entrepreneurs, civil society, etc.) and multi-variable solutions (acting on several levels on both business models and regulatory frameworks) for true systematic changes that provide for greater scaling and sustainability of the proposed models, thus increasing the impact on the communities.
- Promotion of the participation and empowerment of the most vulnerable and excluded sectors and particularly women and young people.
- Encouragement of innovation in processes, services and products.
- Fostering of the circular economy, the creation of green jobs, the energy transition or the mitigation of and/or adaptation to climate change.
- Having the potential economic viability to generate economic growth with a broad social base and to encourage the creation of employment (self-employment and/or salaried employment) of significant scale.
- Membership of sectoral and/or territorial production and value chains.
- Having the potential to enter markets (local, regional, national and even international).
- Increasing the quantity and quality of opportunities for collaboration among public and private stakeholders.
- Generation of a positive impact on community perceptions in the zone.

Under no circumstances will programmes involving a high level of welfare assistance receive backing. In line with the nature of the call, supporting strictly social initiatives, i.e., projects based exclusively on health, education, etc., is not foreseen.

In the case of the refundable financing model, the same guiding principles will be considered because this model forms an integral part of the programme, the aim of which is to strengthen it. The following criteria of the proposals will also be favourably viewed:

- Promotion of financial inclusion and appropriate and feasible access to financing for the target MSMEs, adapted to their needs and degree of maturity, considering viable, competitive and sustainable financing instruments for the business model of the proposing institution under the financing scheme considered in the proposal.

→ Implementation of the programme so that most of the funds provided by the foundation are used to award direct financing instruments to the target MSMEs of the W4P ecosystem.
With this, a contribution to meet the following objectives is expected:

» To help startups cross the “valley of death” due to the lack of access to financing from local financial institutions.

» To support more viable companies to reach their maximum potential so that they are financially sustainable and overcome the financing gaps in the market, thus being able to create the maximum number of jobs for vulnerable populations.

» To help companies create a credit history that enables them to strengthen their solvency to access other sources of financing or capital.

→ Solvency and payment capacity of the proposing institution. The potential to repay ”la Caixa” Foundation according to the terms and conditions of the financing scheme will be reviewed. As a non-profit organisation, ”la Caixa” Foundation aspires at least to recover the funds in order to strengthen the W4P programme in the future, either through further donations or new investments.

→ Agile, professional management of the programme, with transparency and accountability to the foundation. The proposals on how the foundation will be made aware of the loans established, in terms of both the criteria for the granting of loans to the target MSMEs and the progress of the programme and its performance and the impact it will have, will be especially valued.

# 9.
# Calendar and application submission method

The call for the Work4Progress programme will run from **12:00h. CET on 6 May 2026 to 17:00 h. CET on 3 June 2026**.

The application must be submitted online using the "la Caixa" Foundation calls application.

Access to the calls application: convocatorias.fundacionlacaixa.org

The first step in the process is to register the person who will be responsible for submitting the application as the manager. Validation of this registration may take up to 3 working days. It will not be possible to start submitting the project until the manager has been validated. We therefore recommend doing so at the start of the submission period.

Once the manager has been registered, the institution can be accredited in the application.

If your institution has submitted a project in the calls of the Programme of Subsidies for Social Initiative Projects, it will already be accredited, and you must simply check whether any of the legal documents require updating.

Applications must be completed with all the information required on the online calls application and must be processed before the end date of the call.

Information or documents provided outside the online application or outside the deadline will not be accepted.

**Important**

We recommend using the *Application Handbook*, which contains the steps to follow to complete the application process. This document is available on the website www.fundacionlacaixa.org and in the calls application convocatorias.fundacionlacaixa.org.

We also recommend completing the procedure several days before the official end date and not at the last minute to avoid incidents that cannot be rapidly solved.

## Paso 1 | **Registration of the manager**

To begin submitting the application, the institution must appoint a manager who is the person who will manage the application via the calls application: convocatorias.fundacionlacaixa.org

The user register remains permanently open, regardless of the start dates of the different calls.

The manager must provide the information requested and upload the following documents:

- The user's valid national identity document (DNI), foreign national identity document (NIE), passport or equivalent document.
- Accreditation document of the institution's manager, signed by the legal representative of the institution (downloadable form in the calls application).

It is not possible to continue with the application until "la Caixa" Foundation has validated registration of the manager. It is therefore important to process it as soon as possible. The manager validation process may take **up to 3 working days after it has been processed**. Once the manager is registered, the procedure can begin to accredit the organisation and submit the application.

## Paso 2 | **Accreditation of the institution**

To request the accreditation of the institution, the manager must provide basic information on the organisation and upload the following documents:

- A copy of the tax identification card of the institution.
- A copy of the institution's registration in the corresponding Administrative register.
- Deed or memorandum of association of the institution, including the articles of association. The deed of association and the articles must be valid and be registered in the corresponding Register.

## Paso 3 | **Submission of the project**

Projects must be submitted via the calls application, completing the different sections and uploading the documents requested.

All the information entered in the calls application must be truthful and accurate, as it will be used as a basis for the evaluation and, if selected, for the agreement.

No modifications will be accepted once the application has been processed. Users should therefore verify and confirm all the information and documents provided before processing the application..

## Paso 4 | **Legal review of pre-selected projects**

Institutes with the highest scoring projects in the evaluation will receive notification that they have been pre-selected and will be asked for additional documents which must be provided within one week as of the notification:

- Certificate signed by the legal representative of the institution to accredit that the board of directors, the board of trustees or the governing body of the institution agrees to submit the application for this call and that the institution undertakes to provide at least 10% of the total budgeted cost of the project.
- Deed of beneficial ownership of the institution or certificate signed by the representative of the institution that contains the nominal composition and the DNI, NIE, passport or other equivalent document of each member of the board of directors, of the board of trustees or of the governing body of the applicant institution, with details of the people who directly or indirectly hold at least 25% of the voting rights in the institution, where appropriate.
- Certificate of the Tax Authorities or equivalent body to indicate that the institution is up to date on the payment of its tax liabilities. This document must be valid at the time it is submitted in the delivery period of this legal review (valid digital certificate required).
- Certificate of the Social Security or equivalent body to indicate that the institution is up to date on the payment of its labour-related liabilities. The issued date of this document must be in the same month as the delivery period of this legal review (valid digital certificate required).

The following documents must also be submitted within one week as of the notification, although they will only be used if the project is ultimately selected:

- Sufficient specific power of the person appointed to sign the agreement (this should include a valid digital signature): power of attorney or certificate issued by the institution in which such power of attorney is specified.
- Valid DNI, passport or other equivalent document of the person who will sign the agreement (copy of both sides of the document). In the case of a NIE, the identity document of the country of origin must also be provided.
- Written proof from the bank of the current account held by the institution, with the full IBAN code for Spanish applicant institutions, or with another bank for non-Spanish institutions.

In addition to these documents, the institutions must also:

- Check that the data (forenames, surnames, positions and DNI or equivalent document) of all members included in the “Governing body” tab is exactly the same as that included on the deed of beneficial ownership or certificate.
- Provide the contact details of the person who will sign the agreement (in the “Acceptance of credentials” tab):
    - Forename and surname (which must match the attached DNI or equivalent document of the person who will sign the agreement).
    - E-mail address (personal and exclusively used by the signatory).
    - Mobile phone number (personal and exclusively used by the signatory).

Where any of these documents is not attached in the new calls application within one week after the notification has been sent to the institution or where it is invalid, it will not be possible for the project to be selected.

”la Caixa” Foundation reserves the right to make the appropriate checks to verify the financial solvency of the institutions pre-selected in the call. Under no circumstances does this right involve the transfer of personal data.

# 10. Selection and results of the call

”la Caixa” Foundation may select more than one proposal per country.

All proposals will be analysed, evaluated and prioritised by an external evaluation team. The proposals selected by the external evaluation committee will be presented to the governing bodies of ”la Caixa” Foundation for their definitive approval.

”la Caixa” Foundation may call the applicant institutions and their partners to an onsite or online interview during the evaluation process. ”la Caixa” Foundation may also make on-the-spot visits to the shortlisted applicants whenever possible.

The institutions leading the proposals submitted will be informed directly of the decision as to the awarding or refusal of funds.

If no proposals should meet the criteria established in these terms and conditions, the call will be declared null and void. The final decision of the call may not be appealed.

# 11.
# Formalization of collaboration

”la Caixa” Foundation and the institution leading the selected proposal will enter into a collaboration agreement in which the rights and obligations of both parties will be specified and the period of execution, the amount to be contributed by ”la Caixa” Foundation, the method of payment and the submission of the monitoring, evaluation and audit reports, among other items, will be determined.

The institution that signs the agreement will be responsible for proper management of the funds for the project. The agreement will be subject to applicable legislation.

Should the institution not comply with the terms and conditions of the agreement, ”la Caixa” Foundation may totally or partially suspend or cancel payments. In the event of negligent action by the cooperation institution, ”la Caixa” Foundation may demand a total or partial refund of the amounts paid out.

The economic contribution of ”la Caixa” Foundation will be paid into an account specifically for this initiative, which will be opened by the leading institution. If the leading institution is Spanish, this account must be opened with CaixaBank.

This current account must be solely and exclusively used to implement the programme (including any interest accrued by this amount in this account) throughout its duration. The institution undertakes not to order any transfers from said current account to any other current accounts that it may hold in other Financial Institutions.

Generally, as established in the agreement, ”la Caixa” Foundation will pay the amount corresponding to the first year within a maximum of two months from the signing of the agreement. The following payments will only be made upon the request of the institution, subsequent to the presentation thereby of the corresponding monitoring reports and after their approval by ”la Caixa” Foundation.

# 12. Monitoring and justification

## *Monitoring reports*

To maintain free-flowing communications and ensure good supervision and monitoring, the institutions leading the selected proposals will regularly issue ”la Caixa” Foundation with reports on the technical and financial components specified below. These are applicable to both models of the programme: donation and refundable financing.

The parties will likewise remain in contact throughout the process and coordinate with the respective Work4Progress platform with a view to guaranteeing a permanently free-flowing exchange of information.

The following monitoring reports must be submitted:

- A narrative and financial monitoring report six months after the start date, to be submitted within two months.
- An annual narrative and financial monitoring report on programme execution, which must be submitted within two months after the end of each year.
- A narrative and financial monitoring report six months after the start date of the second year of programme implementation, to be submitted within two months.
- A final narrative and financial report of the project, to be submitted within two months after completion of the project.
- A final audit of the project performed by external auditors and, whenever possible, local personnel. The report from this audit will be issued to ”la Caixa” Foundation within three months after the end of each year. For institutions taking part in the Work4Progress programme for the first time and organizations registered outside of Spain, an annual audit is requested.

For projects under the refundable financing model, the following must also be submitted:

- A semiannual technical monitoring report of the financing scheme, including the stipulated KPIs, as well as a status and quality report of the active financed portfolio, in the case of refundable financing operations.
- A final report that systematizes the financing scheme and captures the lessons learned from the experience, with a view toward scaling and replication, for refundable financing operations.
- Audited institutional financial statements, to be submitted no later than three months after the fiscal year-end. These must include the auditor’s notes and opinion, as well as an annex with a detailed breakdown of the financing scheme status and the status of the financed portfolio.

”la Caixa” Foundation will provide models for the narrative, financial and audit monitoring reports. The monitoring reports must include details of the implementation status of the resources of ”la Caixa” Foundation and of the co-financing for the project.

”la Caixa” Foundation may at any time ask for information it deems necessary to verify or to control the project. The original receipts of all invoices and/or certificates of expenses must be made available to ”la Caixa” Foundation when it so requests.

The performance and management of the project may be examined and audited by ”la Caixa” Foundation or by a third party contracted by the Foundation to this end.

The monitoring and evaluation system will be subject to modifications by ”la Caixa” Foundation to introduce improvements in the efficiency of the programme.

## *Steering Committee*

A Steering Committee must be established. It should comprise an equal number of representatives from each party as well as an external coordinator. Representatives of the associated institutions in the network may also be invited to take part.

Unless otherwise agreed, regular onsite or online meetings will be held to monitor the implementation of the Agreement and, when justified or required, technical meetings and contacts will be arranged upon request by either party.

The tasks of the Steering Committee include:

- Supervision of the development, implementation and progress of the Programme.
- Provision of advice and recommendations about matters or needs that may arise regarding the implementation of the Programme.
- Provision of advice and decision-making about the results of the Programme evaluation processes.
- Provision of advice and decision-making about the incorporation or withdrawal of partners associated with the Programme.
- Provision of advice and decision-making about the allocation of the funds of the Programme.
- Conveying decisions or recommendations by the committee to the parties concerned in their respective organisations.
- Agreeing and guaranteeing the implementation of a joint communication plan regarding the Programme and all the associated activities, as deemed necessary.

# 13.
# Data processing and confidentiality

## *Registration Process*

Applicants will be duly informed, within the framework of the registration process, about the processing of their personal data, as well as about the exercise of their rights regarding the protection of personal data in accordance with the provisions of Article 13 and following of the General Data Protection Regulation.

## *Resolution of Questions and Inquiries*

The Fundación Bancaria Caja de Ahorros y Pensiones de Barcelona, "la Caixa," with registered office at Avenida Diagonal, 621-629, 08028 Barcelona, Spain, acts as the data controller for the processing of personal data to address the Applicants' questions and inquiries regarding the Promotional Action. The legal basis for the processing is the performance of a contract at the Applicants' request. Personal data will be retained until the applicable statutory limitation periods expire. Data will only be disclosed to comply with legal obligations, as well as to third-party providers acting as data processors. Access to such data by technology providers located outside the European Economic Area is subject to all legally required safeguards. Further information may be requested, or the rights of access, rectification, erasure, restriction, data portability, and objection may be exercised by contacting the Data Protection Officer of Fundación Bancaria "la Caixa" at Avenida Diagonal, 621-629, 08028 Barcelona, or by emailing dpd@fundacionlacaixa.org. A complaint may also be lodged before the Spanish Data Protection Authority (www.aepd.es).

# 14.
# Resolution of queries and enquiries

A Frequently Asked Questions (FAQs) document is available for this call (Active hyperlink – FAQs doc).

You can send any doubts or queries related with this call to:

work4progress@contact.fundacionlacaixa.org

# 15. Annex

## Annex 1

## Work4Progress India

### *Work4Progress India is made up of the following networks:*

#### Network led by: Development Alternatives

**Partners:** Gram Vaani, Nasvi Street Foods Private Limited and Haqdarshak Empowerement Solutions Private Ltd.
**Regions:** Bundelkhand and Eastern Uttar Pradesh.
**Year started:** 2017
**Prototypes:**

- District Coalitions for Business Development.
- Network of entrepreneur guidance information kiosks.
- "I am an entrepreneur" digital platform.
- Safe mobility network led by women.
- Micro-credit instruments.
- Kaun Banega Business Leader competitions to foster business and commercial leaders.
- Co-working spaces for rural women (brave spaces).
- +80 prototypes/models of micro-enterprises on retail, services, ICT, craft, food processing, and agriculture and livestock farming sectors, etc.
- Knowledge Centre.

#### Network led by: Alianza por la Solidaridad - Action Aid Association

**Partners:** Action Aid Association, Sai Jyoti Gramodoyog Samaj Sewa Samiti, Dalit Chamber of Commerce (DICCI), Eco Kargha, TechnoServe.
**Regions:** Bundelkhand.
**Year started:** 2019
**Prototypes:**

- "Basant" women farmers' organisation.
- Agricultural processing and sales units.

- Resource centres for farmers.
- Goat farming.
- Seasonal agricultural models with production of local seeds.
- Domestic poultry farming.
- Horticulture.
- Multilayer vegetable farming.
- Production of organic compost.
- Nutritional gardens.

## Network led by: Access Development Services

**Partners:** Innovative Change Collaborative Services Private Limited (ICCSPL), Hindustan Unilever Foundation, Pragati Path, Ayekart Fintech Private Limited
**Region:** Rajasthan;
**Year started:** 2023
**Prototypes:**

- Vermicompost units.
- Spice processing centerss
- Goaterynutritional Gardens
- Greenpreneurs

## Network led by: RangDe

**Partners:** Manjari Foundation, Aga Khan Rural Support Programme-India.
**Regions:** Rajasthan, Gujarat
**Prototypes:**

- Green business incubation centers
- Rural laboratories for the development of climate-friendly products and services
- Credit subscription models to improve financial inclusion
- Financial inclusion kiosks offering financial education programs
- Digital Market Access Platforms (Digital Showcases)
- Customized financial products, including flexible loans and climate-resilient loans.

Further information:
https://fundacionlacaixa.org/es/cooperacion-internacional-work-4-progress-convocatoria

# Annex 2

## Work4Progress Mozambique

*Work4Progress Mozambique is made up of the following networks:*

### Network led by: Ayuda en Acción

**Partners:** EKI Fundazioa; Direcção Provincial da Indústria e Comércio; Kundaleza Pamoja; Centro de Orientação ao Empresário e Promoção do Desenvolvimento Local, Gapi Sociedade de Investimentos.
**Region:** Cabo Delgado.
**Year started:** 2018
**Prototypes:**

- Marketing Social Enterprise.
- Vocational training for occupational integration and entrepreneurship.
- Technological solutions for agriculture ('social solver').

### Network led by: Cesal

**Partners:** Union of Agrarian Associations of Matutuíne, WUNWA, Universidade Eduardo Mondlane, D-Fruit, Gapi Sociedade de Investimentos.
**Regions:** Cabo Delgado and Matutuíne (Maputo).
**Year started:** 2019
**Prototypes:**

- Autonomous solar-powered irrigation stations.
- Agricultural production under agroforestry systems.
- Commercial scale agricultural production.
- Agroprocessing and marketing of agricultural products.
- Vocational training for occupational integration.

### Network led by: Enraíza Derechos

**Partners:** Fundação Encontro, ATAP, Zajabu, Gapi Sociedade de Investimentos.
**Regions:** Districts of Boane, Namaacha and Magude (Maputo).
**Year started:** 2021
**Prototypes:**

- Social incubator.
- Production and processing of moringa.
- Magude Agricultural Centre.

- Market-oriented agricultural production and agricultural marketing social enterprise.
- Egg distribution.

## Network led by: Gapi Sociedade de Investimentos

**Partners:** Ayuda en Acción, Cesal, Enraíza Derechos

**Regions:** Cabo Delgado and Maputo

**Prototype:**

- Impact Investment Pilot-Work4Progress Guarantee and Loan Fund

Further information:
https://fundacionlacaixa.org/es/cooperacion-internacional-work-4-progress-convocatoria

# Annex 3

## Work4Progress Peru

### *Work4Progress Peru is made up of the following networks:*

#### Network led by: Entreculturas

**Partners:** Fe y Alegría Peru, CCAIJO, Saipe, Fundación Desarrollo Agrario

**Regions:** Quispicanchi and Condorcanqui.

**Year started:** 2018

**Main prototypes:**

- Systemic commercial interconnection prototype for corn, cheese, and banana leaves and flour.
- Dairy products social enterprise.
- Guinea pig feed.
- Honey production.
- corn production
- Banana flour and flakes.
- Community Rural Tourism Enterprises - Ausangate route.
- Internships and certification of labor competencies

#### Network led by: Codespa

**Partners:** Agromercado, Fundación para el Desarrollo Agrario-Incubagraria.

**Regions:** Quispicanchi and Condorcanqui.

**Year started:** 2019

**Main prototypes:**

- Banana leaf dehydrator.
- Banana biofibre.
- Toasted maize from the Peruvian Andes (chulpi).
- Balanced livestock feed.
- TRC Ausangate (digital entrepreneurship and tools).
- Andean textile handicrafts.
- Peach nectar.

## Network led by: WorldVision

**Partners:** CITE Camélidos, Caja Cusco, Chico Lecca Fashion School, Centrum PUCP.

**Regions:** Quispicanchi.

**Year started:** 2021

**Prototype:**

- Improvement of quality and marketing of Quispicanchi textile handicrafts.
- Technological and digital “tambos” (technological and digital resource centres for textile handicrafts).
- Local Alpaca processing Center for Traceability and Value Added.

## Network led by Acción Contra el Hambre.

**Partners:** CCAIJO, SAIPE, Universidad Andina del cusco, Cooperativa de Ahorro y Crédito Los Andes, Midagri.

**Region:** Quispicanchi and Concorcanqui.

**Start-up year:** 2022

**Prototypes:** Acceleration and commercial articulation of value chains:

- Dairy
- Tourism
- Corn
- Honey
- Banana flour
- Guinea pigs

## Network Led by Fundación Social Universal

**Partner:** Centro de Educación y Comunicación Guaman Poma de Ayala

**Regions:** Quispicanchi

**Prototypes:**

- Adding Value and Optimizing the Production and Marketing Process for Guinea Pigs.
- Quality Management Systems in the Food Service Industry.
- Innovation in the Production and Marketing of Handcrafted Camelid Yarn.
- Governance Model in local public policies for innovation, entrepreneurship and terri-torial economic development: access to competitive funds.

## Network led by Fundación Albihar

**Partners:** Universidad Continental, Cáritas Cusco.

**Regions:** Department of Cusco.

**Start-up year:** 2026

# Annex 4

## Structure and description of the components of the investment vehicle (for model B: refundable financing).

**Refundable component**

| *Type of funds for the impact investment model* | *Criteria for use of the funds* | *Proportion and expectations of repayment for "la Caixa" Foundation* |
|---|---|---|
| Funds for the provision of the financing scheme | These are funds for the deployment of the direct financing instruments (credit products, etc.) addressed to the MSME segment on which the institution focuses.<br><br>The institution is expected to be able to innovate in the development of adequate, accessible and competitive products for the segments served, in order to close access gaps.<br><br>Risk hedging instruments may be included. Description of the risk profile considered for each segment served, considering, based on historical data of the entity's portfolio or on analyses performed, the probability of default, the estimated loss given default, and the expected exposure. In the event of considering hedging schemes, the level of hedging of each loan and the leverage ratio of the liquid hedging over the proposed resources must be included. | **Suggested proportion:**<br>» At least 75% of the total resources requested from the "la Caixa" Foundation.<br>» Co-financing contributions are desirable and essential in the case of proposing a risk coverage component.<br><br>**Repayment expectations:**<br>» Refundable for the principal.<br>» A 50% share in the net yield of the scheme is desirable.<br>» The risk coverage ratio will be determined based on the scheme, the mobilization of resources and the understanding of the expected loss. |

**Non-refundable component**

| *Type of funds for the impact investment model* | *Criteria for use of the funds* | *Proportion and expectations of repayment for "la Caixa" Foundation* |
|---|---|---|
| Technical assistance | In the case of requesting technical assistance resources, an intervention strategy with an Action Plan and Budget must be justified, and must meet one of the following objectives:<br>» Design of direct financing instrument for MSMEs including regulations and technical details.- Improvement of the capabilities of the institution responsible and of the Work4Progress network in terms of impact investment<br>» Improvement of capabilities in the monitoring and management of the impact of the financing scheme deployed.<br>» Technical support so that the target MSMEs can be financed and to develop the capabilities of the partners of the Work4Progress ecosystem.<br><br>On all accounts, where most of the technical assistance funds are allocated to strengthening the target MSMEs of the Work4Progress ecosystem and eligible for the financing scheme of the refundable component, this will be positively valued. | **Suggested proportion:**<br>» The combined uses of the funds may not exceed 25% of the total resources requested from "la Caixa" Foundation.<br>» No limits are considered in terms of co-financing provisions:<br>I) With a minimum provision of 10% of the project total,<br>II) Where Technical Assistance funds are not requested from "la Caixa" Foundation, co-financing must be considered for these objectives.<br>» The proposal must be supplementary to the refundable component.<br><br>**Repayment expectations:**<br>» Not applicable |
| Covering of management costs | Up to 50% subsidy on management costs for innovative projects:<br><br>These are funds allocated to the subsidising of up to a maximum of 50% of operating and management costs for the scheme implemented, always with a detailed and justified structure. It will be positively valued that the management costs are balanced with regards to the total budget of the proposal.<br><br>In any case, the entity must detail the direct and indirect management costs to make the proposed Financing Scheme viable.<br><br>The management must also include communication and impact evaluation and monitoring activities. Costs that can be financed must meet the eligibility criteria indicated in Annex 4.<br><br>In exceptional cases of especially innovative proposals with a high impact potential, management costs in excess of 50 % may be accepted as long as they are balanced with regards to the total budget of the proposal. | |
| Financial and institutional audits | The costs related to financial and institutional audits will not be covered by the call. However, it must be ensured that the audit includes a detailed annex of the situation of the financing scheme and the quality of the credit portfolio. | 100% coverage with co-financing. |

# Annex 5

## Forecast of loans and repayments (for Model B, refundable financing)

### PROJECT INFORMATION: MODEL AND PROJECTIONS

#### Credit portfolio distribution

| Portfolio distribution: | Months: |
|---|---|
| Credit Product 1 | % volume of placements |
| Credit Product N | % volume of loans |
| | |
| Credit Product 1 | Number of loans |
| Credit Product N | Number of loans |
| | |
| Credit Product 1 | Disbursement Vol. |
| Product Credit N | Disbursement volume |

#### Simulation Product Credit 1

| Product simulation: | Months: |
|---|---|
| **Initial Balance** | **EUR** |
| Principal Payment | EUR |
| Interest payment | EUR |
| **Ending Balance** | **EUR** |
| Principal in arrears | EUR |
| Interest in arrears | EUR |

| PORTFOLIO Credit product 1 | Months: |
|---|---|
| **Vol. disbursed** | EUR |
| **Vol. initial portfolio** | EUR |
| Vol. recovered | EUR |
| Vol. interest income | EUR |
| **Vol. gross performing portfolio** | EUR |
| vol. principal arrears | EUR |
| vol. interest in arrears | EUR |
| Provision for uncollectible accounts | EUR |
| **vol. net performing loans** | EUR |

*If applicable / adjust as necessary*

| RESERVE Coverage | Months: |
|---|---|
| Portfolio underwritten | EUR |
| Performed portfolio | EUR |

#### Credit Product Simulation n

| Product simulation: | Months: |
|---|---|
| **Initial Balance** | **EUR** |
| Principal Payment | EUR |
| Interest payment | EUR |
| **Ending Balance** | **EUR** |
| Principal in arrears | EUR |
| Interest in arrears | EUR |

| PORTFOLIO Credit product 1 | Months: |
|---|---|
| **Vol. disbursed** | **EUR** |
| **Vol. initial portfolio** | **EUR** |
| Vol. recovered | EUR |
| Vol. interest income | EUR |
| **Vol. gross performing portfolio** | **EUR** |
| vol. principal arrears | EUR |
| vol. interest in arrears | EUR |
| Provision for uncollectible accounts | EUR |
| **vol. net performing loans** | **EUR** |

*If applicable / adjust as necessary*

| RESERVE Coverage | Months: |
|---|---|
| Portfolio underwritten | EUR |
| Performed portfolio | EUR |

## PROJECT INFORMATION: MODEL AND PROJECTIONS

### Cash flows and results

| Revolving fund flow credit: | Months: |
| --- | --- |
| New resources for credit | |
| Initial cash flow | |
| Disbursements of credit resources | |
| Recoveries of credit resources | |
| Interest income | |
| Risk coverage recoveries | |
| Commissions and management costs | |
| Final cash flow | |
| Return to FLC | |
| Return to Entity | |

| Risk coverage reserve | Months: |
| --- | --- |
| New resources reserve | |
| Balance Initial reserve available | |
| Initial underwriting reserve | |
| New subscriptions | |
| Reserve drawn down in the period | |
| Ending reserve balance | |
| Commissions and management costs | |
| Final available reserve balance | |
| Return to Caixa | |
| Return to Entity | |

| Result of credit fund: | Months: |
| --- | --- |
| Interest income | |
| Portfolio management expenses | |
| Reserve management expenses | |
| Operating margin | |
| Net provisions | |
| Funding interest | |
| Other expenses | |
| Net income | |

# Annex 6

## Financing and eligible expenditure

This applies to both models. In the case of the refundable financing model, this falls within the eligibility of the direct management and operating costs of the proposed financing scheme.

The amount of the resources granted will be established in accordance with the budget and documentation submitted by the applicant institution and with the budget availability of the call. ”la Caixa” Foundation may request clarification and, where applicable, reductions.

Only the eligible expenses broken down in the attached table may be considered for the grant. To be considered eligible for the call, expenses must meet the following requirements:

- They must be necessary to implement the project, be contemplated in the budget, clearly associated with the activities and adhere to the principles of sound financial management and, in particular, the principles of profitability and efficiency.
- They must be paid by the applicant institutions while the project is being implemented. This does not affect costs associated with raising the baseline.
- They must be entered into the accounts or tax documents of the applicant institutions, be identifiable and verifiable and be justified with original supporting documents.
- Under no circumstances will the following concepts be eligible:
- Direct taxes (real estate, inheritance, etc.) are not eligible in any case. Indirect taxes (VAT) are, however, eligible.
- Expenditure already financed in another context.
- Credit or debts with third parties, or interest owned, supplement charges or administrative and criminal penalties.
- Foreign currency losses.
- Credit to third parties, losses or provisions not related with the refundable financing model project.

Financial return yielded by funds from ”la Caixa” Foundation to the applicant institutions must be accredited through certification and will be applied exclusively to defray the direct costs associated with the project. Applicant institutions must inform ”la Caixa” Foundation of the headings under which these yields have been entered in the respective monitoring report or evaluation.

As local contributions, valuations will be accepted, provided they are sufficiently accredited and intrinsically linked, either exclusively or proportionally, to the project in question. These valuations, like the other contributions, will be checked.

# Table of eligible expenses:

Direct costs | Applicable to both models

| | |
|---|---|
| Identification and formulation | Costs arising from on-the-spot identification. |
| Lands and property | Funds necessary for the acquisition or lease of land and properties and their legal registration in the local land registers (taxes, fees, notary fees, legal licences, etc.). For acquisition or lease, once the grant has been awarded, written authorization from ”la Caixa” Foundation International Department will be required, and jointly determined documentation must be provided.<br><br>Only acquisition of real estate that is essential for the direct implementation of the project and is expressly authorised by ”la Caixa” Foundation will be eligible, in which case ownership must be transferred to the final beneficiaries or to the local partners by the end of the project at the very latest. |
| Construction and refurbishment | Costs directly associated with construction and refurbishment work envisaged in the project (labour and transport of workers, materials and their transport, removal of debris, mandatory technical reports, licences, fees, mandatory insurance, site management, etc.).<br><br>Constructions built during the subsidised programme will not be subject to the applicable depreciation.<br><br>Documentation required:<br>» For the execution of works valued at over 30,000 euros, a minimum of 3 different offers must have previously been requested for the purpose of comparison. A copy of the contract and certified copies of the invoices relating to any work that exceeds these amounts must be submitted with the final report.<br>» Building project endorsed by the respective professional association.<br>» Building certifications issued by the construction company.<br>» Property or building encumbrance undertaking produced to justify the subsidy for a period of no less than 10 years.<br>» Evidential documentation in accordance with the legislation of the relevant country, specifying the property regime of the construction.<br>» If refurbishing leased properties, the owner’s consent and the relevant permits must be included. |
| Equipment and supplies | Acquisition, repair and maintenance of machinery, equipment, furniture, fixtures, transport items, computer equipment and material (hardware and software), as well as the supplies associated therewith that are directly linked to achieving the project’s objectives. Costs arising from the shipment, installation and commissioning of the equipment will be included.<br><br>For supplies of capital goods for amounts of over 12,000 euros, a minimum of 3 offers from different providers must have previously been requested for the purpose of comparison. |
| Local staff | Local staff are defined as personnel of the Spanish NGO or of its local partners or of another organization of the beneficiary group, subject to the employment legislation of the country where the project is being implemented and services are provided, in accordance with the corresponding employment regime, if their duties and work are directly associated with the programme.<br><br>Expenses for real wages, social contributions, insurance and other costs included in remuneration will be entered under this heading. Salaries and costs may not exceed those normally incurred by the applicant institutions and must be in line with the national salary scale. The necessary information to justify this must also be provided.<br><br>The allocation may be partial or total, depending on the level of commitment to the eligible project. Only the expenses of personnel who form part of the operational plan, and without whom the project could not be implemented, will be accepted. |

**Direct costs | Applicable to both models**

| | |
|---|---|
| *(Local staff)* | Neither penalties or compensation for breach of contract attributable to the NGO, its partners or counterpart, nor supplementary charges for non-payment or delays in withheld taxes or social security contributions may be entered.<br><br>Expenditure on technical advice may be entered under this heading, provided that the advice is given by local personnel or companies.<br><br>”la Caixa” Foundation reserves the right to ask the NGO, directly or through specially designated third parties, for the respective employment contracts which must bear record of the type of contract, professional category, salary and tasks to be performed, as well as the payslips signed by workers, social security contribution slips, invoices certifying the payment of insurance policies, income tax withholding forms, etc. It also reserves the right to hold interviews with employees. |
| Expatriate personnel | Expatriate personnel are understood to be workers of the Spanish institution, subject to Spanish legislation, who provide their services in the country of execution and whose tasks are directly associated with the project.<br><br>For those organisations that do not have expatriate personnel, the salaries of the persons from the Spanish institution who perform tasks directly associated with the project may be entered under this heading.<br><br>Invoices allocated in both these cases will be governed by the same criteria as required for local personnel or, in other words, the salary level of the expatriate personnel must be duly justified (and in accordance with the organisation’s salary scales). |
| Technical and professional services | Expenditure on technical advice given by companies or consultancies may be entered under this heading. |
| Travel, accommodation and allowances | This heading will include all expenses related to travel, stays and allowances, both for the (local and expatriate) personnel associated with the project and for technicians, trainers and ultimate beneficiaries, directly associated with the planned action. |
| | |

**Direct costs**
Applicable only to the refundable financing model

| | |
|---|---|
| Start up and operating of the financing scheme. | Losses from currency exchange, limited to the provisions of the ”la Caixa” Foundation for endowment of the financing scheme.<br><br>Funds for credit and/or provisions for possible losses from the project, according to the conditions settled upon in the agreement. |

**Indirect costs**
Applicable only to the donation model

| |
|---|
| Indirect taxes (VAT) are, however, eligible. |
| A lump sum may be subsidized, up to a limit equivalent to 7% of the amount of the total eligible costs of the project requested from ”la Caixa” Foundation, by way of indirect costs corresponding to the general administrative costs of the project incurred by the applicant institution and local partners. |

# Annex 7

## Table of the Work4Progress programme's Key Performance Indicators (KPIs).

### *Donation Model:*

» No. of member institutions in the network

#### Listening

» No. of people who have taken part
» % of women
» % of young people
» No. of institutions (Work4Progress and external) to have taken part
» No. of activities developed (workshops, focus groups, structured interviews, etc.)

#### Co-creation

» No. of people who have taken part
» % of women
» % of young people
» No. of institutions (Work4Progress and external) to have taken part
» No. of co-creation activities carried out
» No. of prototypes co-created

#### Prototyping

» No. of enterprise + systemic prototypes implemented
» No. of target MSMEs supported / set up
» No. of jobs created / supported
» % of jobs for women
» % of jobs for young people
» No. of beneficiary individuals

### *Refundable Financing Model:*

In addition to those applicable above, the following must be considered:

#### Financing scheme

» Number of credits awarded (separate by gender, age, location)
» Volume of credits awarded (total approved sum in EUR)
» Gross portfolio (EUR)
» Volume of loan portfolio recoveries (EUR)
» % of total portfolio at risk
» % of portfolio provisions at risk
» Volume of guarantees subscribed (EUR)
» Volume of guarantees executed (EUR)
» % increase in income for customer MSMEs after applying for the loan
» % of MSMEs that meet the strengthening technical assistance objectives
» Volume of mobilisation of co-financing (first- or third-party)
» For the financing scheme (excluding technical assistance resources)
» # Employees MSMEs, distinguishing women and young people
» Profitability of the Financing Scheme

# Annex 8

## Responsible Statement (partner organizations)

Mr./Ms. [include name and surname], with identity document [include type and number of identity document], with sufficient powers of representation to sign this statement in my capacity as [include position], acting in the name and on behalf of the entity [include name of the entity], with Tax ID number ................................................................. and address at ........................................................................... ......................................................; within the framework of the **Child Survival 2025 call, I declare that the organization complies with and accepts the following requirements**:

1. The individuals necessary for the development of the project, as well as the organization I represent, is not sanctioned, by means of a firm resolution, of an academic, labor, administrative or judicial nature, for the commission of the following irregularities: lack of professional ethics, corruption (in any of its forms), corruption of minors, money laundering, financing of terrorism, smuggling, breaches of intellectual and/or industrial property legislation, mistreatment of animals, workplace harassment or for any other irregularity that may entail administrative or criminal liability for legal organizations, whether in attention to Spanish, European Union and/or international legislation.

2. Neither the organization I represent, nor the individuals necessary for the development of the project are included in international sanctions lists, such as, the Specially Designated Nationals and Blocked Persons List (SDN List) of the U.S. Department of the Treasury's Office of Foreign Assets Control, nor in the European Union Consolidated Sanctions List, nor in the UK Sanctions List.

3. That the organization I represent is committed to respecting the Universal Declaration of Human and Children's Rights, to complying with the applicable social and environmental legislation, and making the best efforts to implement measures aimed at mitigating the potential negative environmental impacts that may result from its activities.

4. I guarantee that if any irregularity is detected or suspected fraud is committed during the execution of the project, it will be reported to the [include name of contracting entity].

And, for the record, the representative of the entity hereby signs this document on [day] of [month] of [year].

# Work4Progress

**FOR ENQUIRIES RELATED TO THIS CALL, PLEASE CONTACT:**

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www.fundacionlacaixa.org

"la Caixa" Foundation